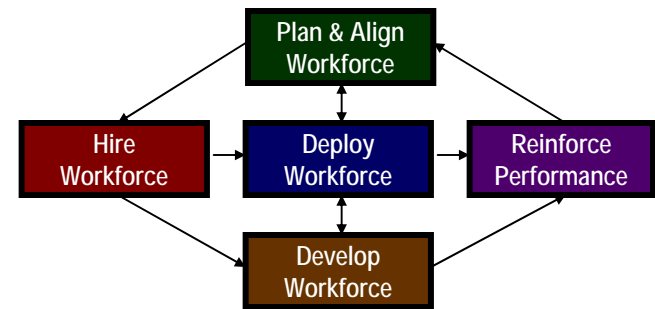# State of Washington
Board of Industrial Insurance Appeals
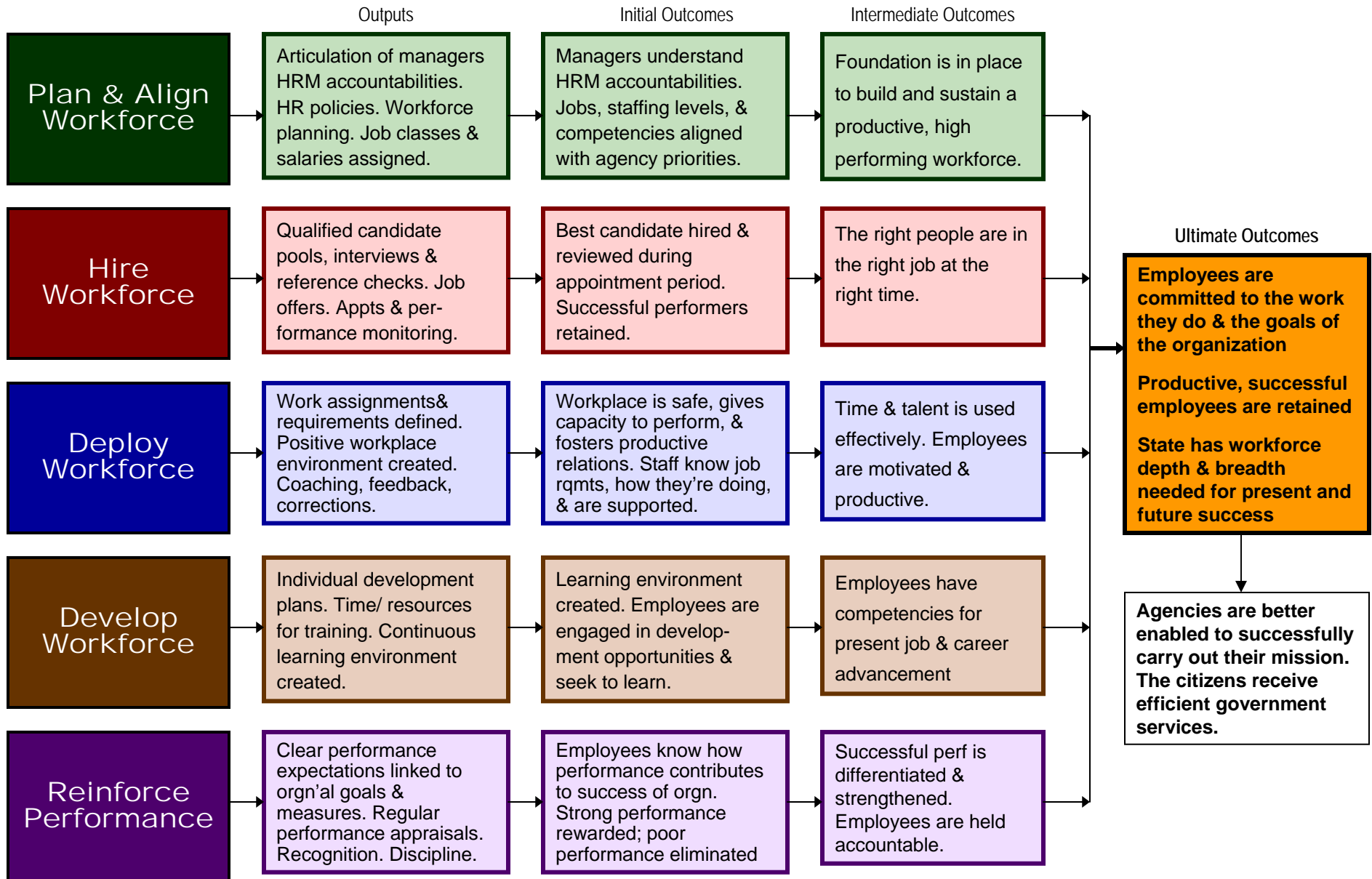
Human Resource Management Report

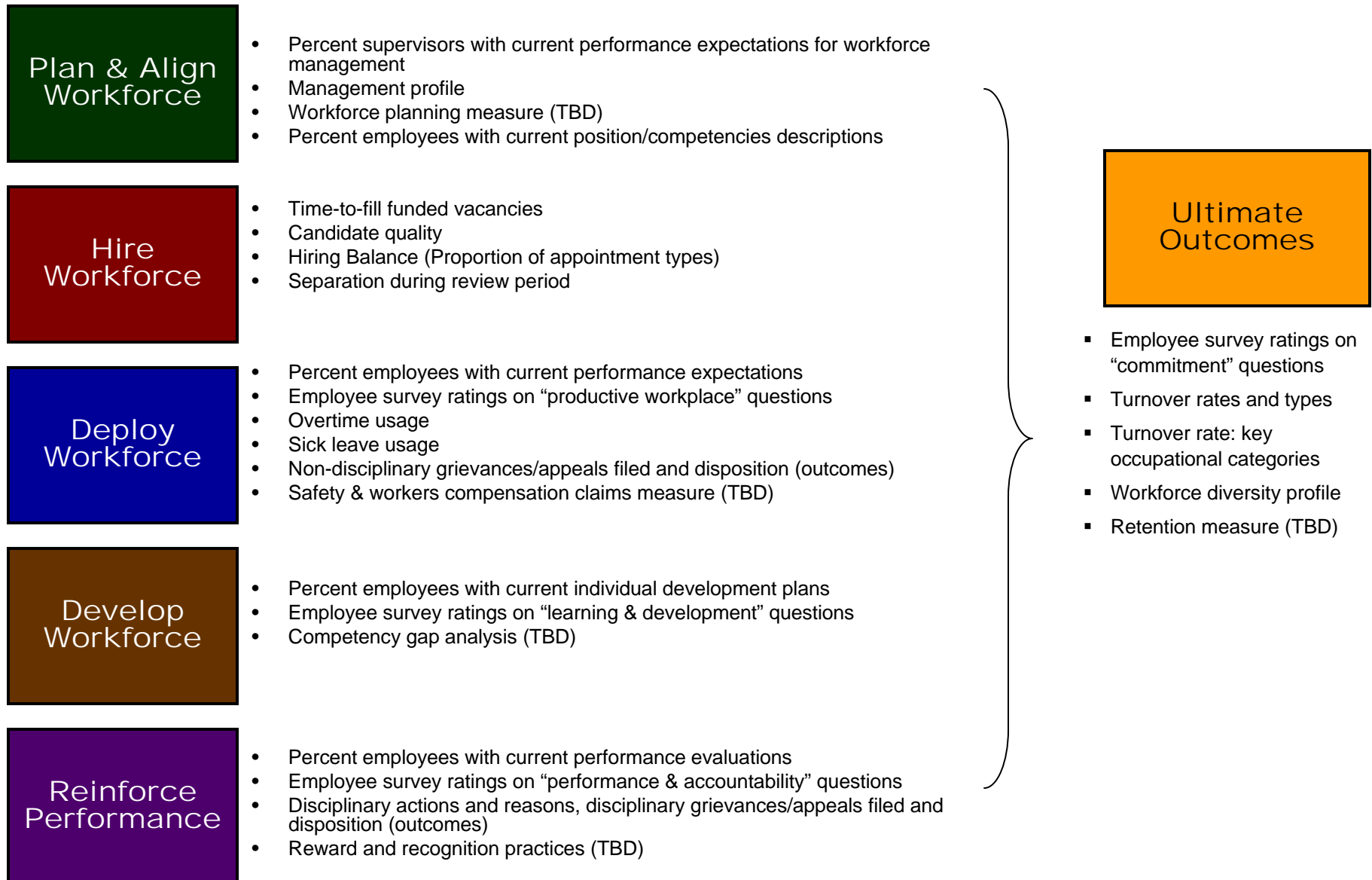

April 2007

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	

Ultimate Outcomes

	Outputs	Initial Outcomes	Intermediate Outcomes	Ultimate Outcomes
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	**Employees are committed to the work they do & the goals of the organization** **Productive, successful employees are retained** **State has workforce depth & breadth needed for present and future success**
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Safety & workers compensation claims measure (TBD)

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

3

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Workforce Management Expectations

Percent supervisors/managers with current performance expectations for workforce management = 100%

Total # of supervisors/managers with current performance expectations for workforce management = 23

Total # of supervisors/managers = 23

Analysis:
- Implementing the PDP process assisted us in identifying key results and competencies for each of our leadership positions, including those addressing areas of workforce management.

Action Steps:
- As part of preparation for Performance Management Confirmation, we will coordinate these performance expectations into a standard for all leadership positions and tie them directly to the workforce management elements in the DOP logic model.

Current Position/Competency Descriptions

Percent employees with current position/competency descriptions = 92%

Total # of employees with current position/competency descriptions* = 136

Total # of employees* = 149 (excludes three-member Board)

*Applies to employees in permanent positions, both WMS & GS

Analysis:
- Some of our position descriptions are still being transitioned to the new Position Description Form (PDF), as the Performance and Development Plan (PDP) process is completed for the incumbents.

Action Steps:
- Our goal is 100% PDF completion by October 2007

Plan & Align Workforce

Management Profile

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Number of WMS employees = 7.0

Percent of agency workforce that is WMS = 4.6%

Number of all managers* = 17.0

Percent of agency workforce that are managers* = 11.2%

* Headcount in positions coded as "Manager" (includes EMS, and WMS)
(Excludes three-member Board)

Washington Management Service Headcount Trend

WMS Management Type

Manager	7
Consultant	0
Policy	0
Not Assigned	0
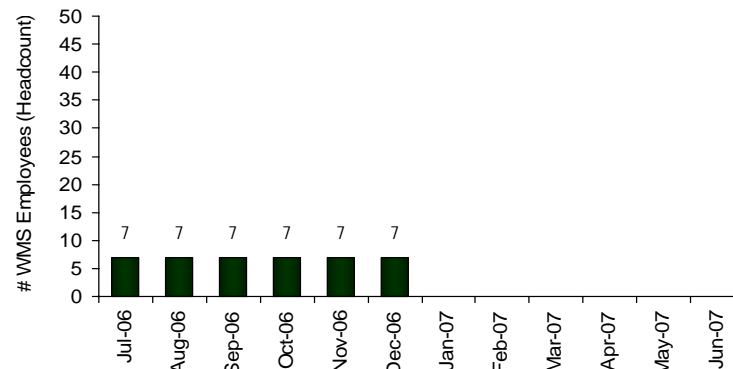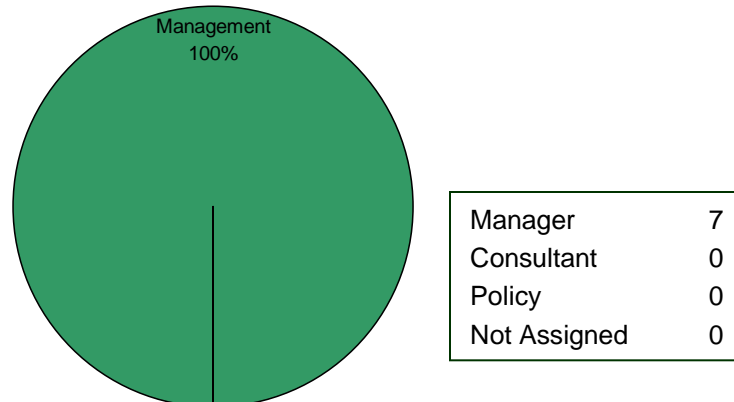
Analysis:

- One management position was eliminated in May 2006 in accordance with the Governor's directive

- No new management positions have been created

- All WMS/EMS management positions were reviewed in order to provide proper coding. All meet "Manager" definition, having significant responsibility for developing and influencing policy that is applicable to all BIIA offices throughout the state, and responsibility for strategic planning (including GMAP) as part of the Extended Management Team.

Action Steps:

- All of our position descriptions will be reviewed as positions become vacant (prior to recruitment), during the incumbent's annual Performance and Development Plan (PDP) process, or as changes are made to the job duties. For EMS and WMS positions, this will include a review of the impact of changes on the nature of management, decision-making environment, or scope of management accountability and control, which may affect JVAC point value or management profile.

- We will continue to monitor our use of management positions.

Data as of April 2007
Source: BIIA and HRMS-BW

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill Funded Vacancies

Average Number of Days to fill*:	30
Number of vacancies filled:	3

*Equals # of days from hiring requisition to job offer acceptance

Candidate Quality

	Percent	Number
Candidates interviewed who had competencies needed for the job	76%	25
Hiring managers who indicated they could hire best candidate	100%	3

Types of Appointments

1

1

1

- Promotions
- Transfers
- New Hire
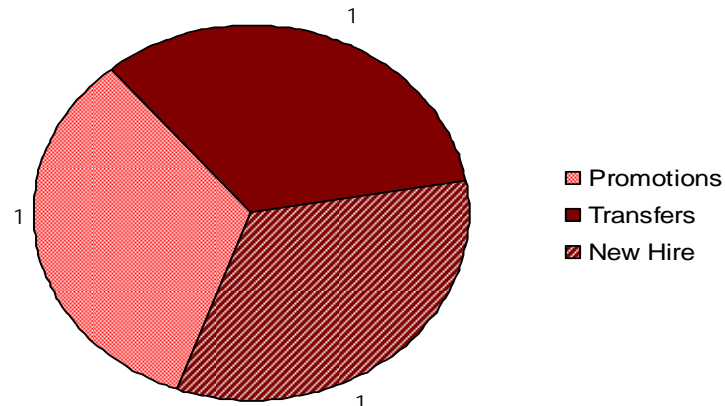
Total number of appointments = 2*

Time period = July 2006 through April 2007

Includes appointments to permanent vacant positions only; excludes reassignments

"Other" = Demotions, re-employment, reversion & RIF appointments

Analysis:

- HR works closely with hiring supervisors throughout the recruitment and selection process. As a "hiring team", we analyze the job to update the PDF, and the identified key results, competencies and qualifications are built into all stages of recruitment – screening, interview, skills assessment and reference-checking.

- Supervisors surveyed were satisfied with the time to fill vacancies, although we will continue to review process to identify opportunities for improvement.

Action Steps:

- One way to avoid separations during the review period is to ensure that performance expectations are clearly communicated upon the employee's hire. HR plans to incorporate the creation of a PDP Plan into the work done with the supervisor as part of the recruitment process. The supervisor would communicate the plan during the new employee orientation as the employee is learning his or her job duties.

Separation During Review Period - There were no separations during review periods

Data is as of April 2007
Source: BIIA

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Current Performance Expectations

Percent employees with current performance expectations = 97%

Total # of employees with current performance expectations* = 144

Total # of employees* = 149 (excludes three-member Board)

*Applies to employees in permanent positions, EMS, WMS & General Service

Employee Survey "Productive Workplace" Ratings

Avg

Q4. I know what is expected of me at work.
2% 2% 4% | 25% | 68% | 0% → 4.6

Q1. I have opportunity to give input on decisions affecting my work.
5% | 10% | 13% | 22% | 50% | 0% → 4.0

Q2. I receive the information I need to do my job effectively.
2% 2% | 13% | 37% | 47% | 0% → 4.3

Q6. I have the tools and resources I need to do my job effectively.
0% 1% 5% | 37% | 57% | 0% → 4.5

Q7. My supervisor treats me with dignity and respect.
2% 2% 5% | 25% | 67% | 0% → 4.5

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.
0% 8% | 23% | 12% | 57% | 0% → 4.2

Q9. I receive recognition for a job well done.
3% | 10% | 17% | 33% | 37% | 0% → 3.9

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score for Productive Workplace Ratings: [4.29]

Analysis:

- The PDP includes expectations for key results and competencies. Supervisors are expected to describe these expectations with measurable results.

- Recognition at the BIIA occurs at many levels – annual all-staff meetings where the "Board Award" is presented and nominees are recognized; division and section recognition awards; informal events by supervisors, Public Service Recognition Week, etc.

Action Steps:

- Current performance expectations percentage reflects the percentage of current PDPs. Our goal is 100% current PDPs by June 2007.

Data as of April 2007
Source: BIIA

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions
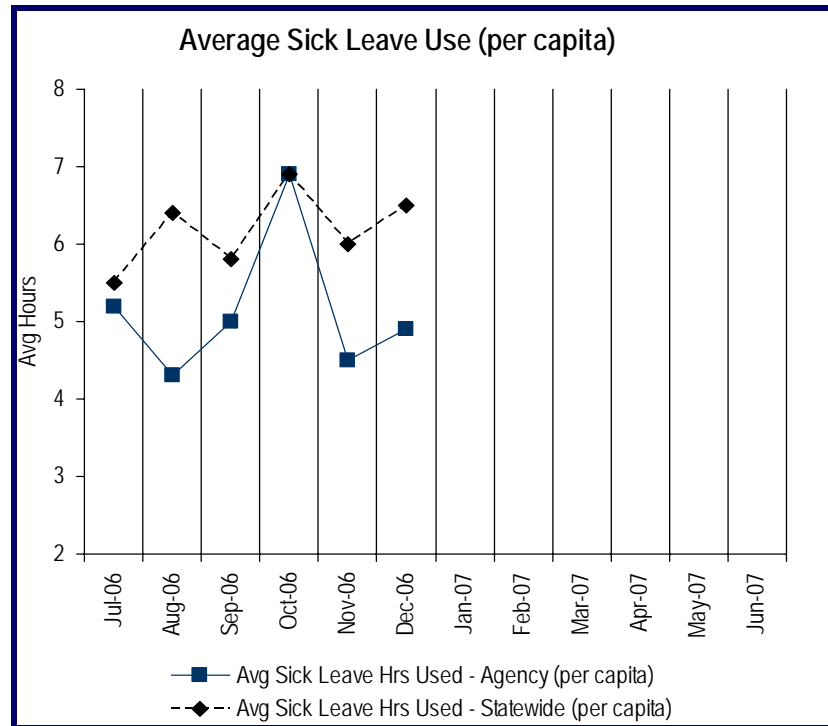
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Board of Industrial Insurance Appeals

Sick Leave Usage

Average Sick Leave Use (per capita)

- ■— Avg Sick Leave Hrs Used - Agency (per capita)
- ◆-- Avg Sick Leave Hrs Used - Statewide (per capita)

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used, per capita – Agency	Avg Hrs SL Used, per capita – Statewide	% of SL Hrs Earned, per capita – Agency	% of SL Hrs Earned, per capita – Statewide
5.1 Hrs	6.2 Hrs	**64.5%**	79.8%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used – Agency (those who took SL)	Avg Hrs SL Used – Statewide (those who took SL)	% SL Hrs Used vs Earned – Agency (those who took SL)	% SL Hrs Used vs Earned – Statewide (those who took SL)
10.2 Hrs	11.7 Hrs	**127.8%**	145.8%

Sick Leave time period = July 2006 through December 2006

Analysis:

- Agency sick leave usage is generally lower than state average. In October 2006, four employees used a high amount of sick leave for FMLA-qualifying conditions, and several other employees were absent for more than one day for personal illness or to care for children/family members.

Action Steps:

- The leave usage reports generated by HRMS are not user friendly and do not readily communicate useful data. We are creating new reports to be distributed to managers and supervisors so they can analyze leave usage and balances of their employees. With better information, problems can be identified at an early stage so action can be taken to resolve them.

* Statewide data does not include DOL, DOR. L&I, and LCB
Source: HRMS-BW

Apr-07 sick leave data comes from HRMS BW and has a new set of selection criteria for "Basic Universe"
Oct-06 sick leave data came from PAY1's Data Warehouse

Apr-07 sick leave data is the monthly avg (per capita)
Oct-06 sick leave data was a quarterly avg (per capita)

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Overtime Usage

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions
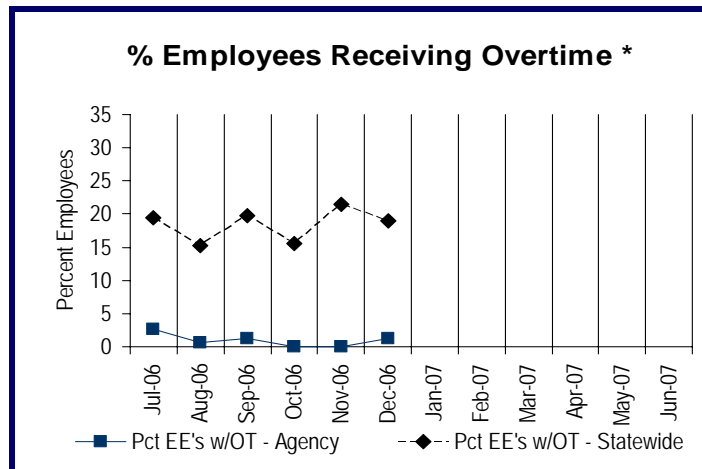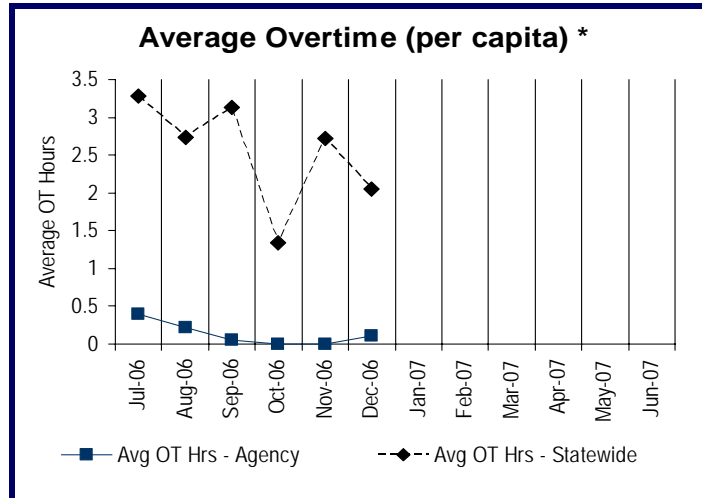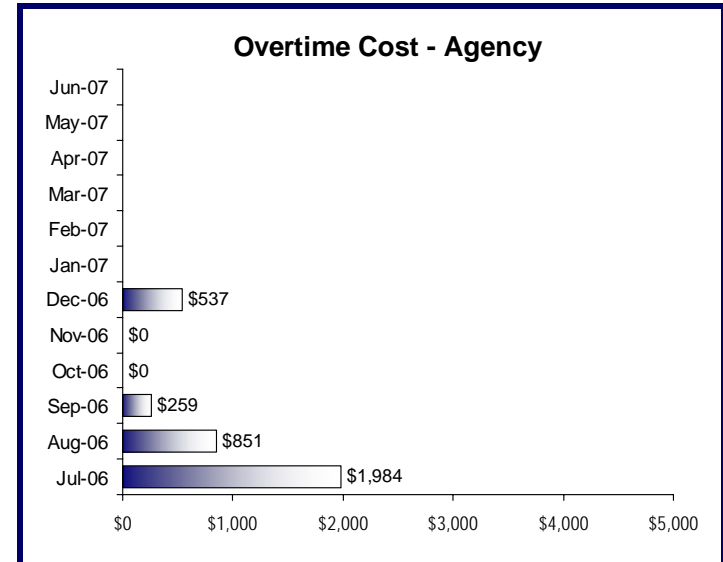
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Average Overtime (per capita) *

Legend: Avg OT Hrs - Agency; Avg OT Hrs - Statewide

% Employees Receiving Overtime *

Legend: Pct EE's w/OT - Agency; Pct EE's w/OT - Statewide

Overtime Cost - Agency

Month	Cost
Dec-06	$537
Nov-06	$0
Oct-06	$0
Sep-06	$259
Aug-06	$851
Jul-06	$1,984

Analysis:

- Overtime is used infrequently. Information Services staff may use some overtime for job duties that require travel to remote sites; Financial Services staff use overtime during inventory; and HR/payroll staff occasionally require overtime to process payroll in the HRMS system. (Chart above reflects our use of overtime in July 2006 when we implemented HRMS).

- Supervisors communicate to their overtime-eligible employees that they are not to work over their 40 hour workweek. In rare cases when overtime is needed, employees consult with their supervisor in advance. The supervisor can assess whether the situation is an isolated case, or whether it is necessary to review processes or workload, or consider an increase in staff.

Action Steps:

- We will monitor our use of overtime to ensure effective use.

* Statewide overtime values do not include DNR

Data as of 7/06-12/06
Source: HRMS-BW

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Non-Disciplinary Grievances (represented employees)

Non-Disciplinary Appeals (mostly non-represented employees)

Analysis:

- No non-disciplinary appeals/grievances during this time period.

Action Steps:

- We will continue to focus resolving issues at the lowest level and at the earliest opportunities. We encourage and support ongoing communication between supervisors and employees, and utilize higher management and/or HR to help facilitate when needed.

- We will continue to train supervisors and managers on contract provisions and other rules, policies and procedures so they can implement these correctly to avoid misunderstandings that may lead to grievances.

Data as of 7/06-12/06
Source: BIIA

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

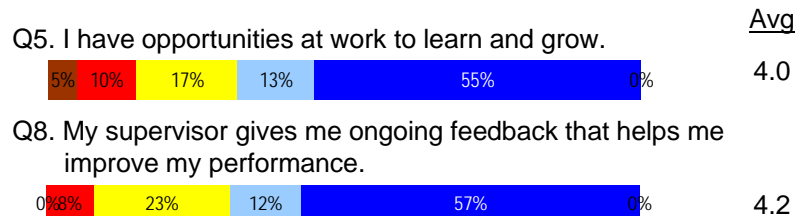Competency gap analysis (TBD)

Individual Development Plans

Percent employees with current individual development plans = 97%

Total # of employees with current IDPs* = 144

Total # of employees* = 149

*Applies to employees in permanent positions, both WMS & GS

Employee Survey "Learning & Development" Ratings

Q5. I have opportunities at work to learn and grow.

5%	10%	17%	13%	55%	0%

Avg
4.0

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

0%	8%	23%	12%	57%	0%

4.2

Overall average score for Learning & Development Ratings: 4.01

Analysis:

- IDPs are created as part of the PDP process.

- We provide many development opportunities, using many varied sources in order to meet the unique needs of employees.

- ✓ Classroom (DOP, other vendors)

- ✓ E-training

- ✓ Tuition reimbursement

- ✓ In-house training using agency employees as trainers to share knowledge and best practices

- ✓ Committee-provided (safety, wellness)

- ✓ Additional development provided to employees as part of their participation on cross-functional teams.

Action Steps:

- Current IDP percentage reflects the percentage of current PDPs. Our goal is 100% current PDPs by June 2007.

Data as of April 2007
Source: BIIA

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

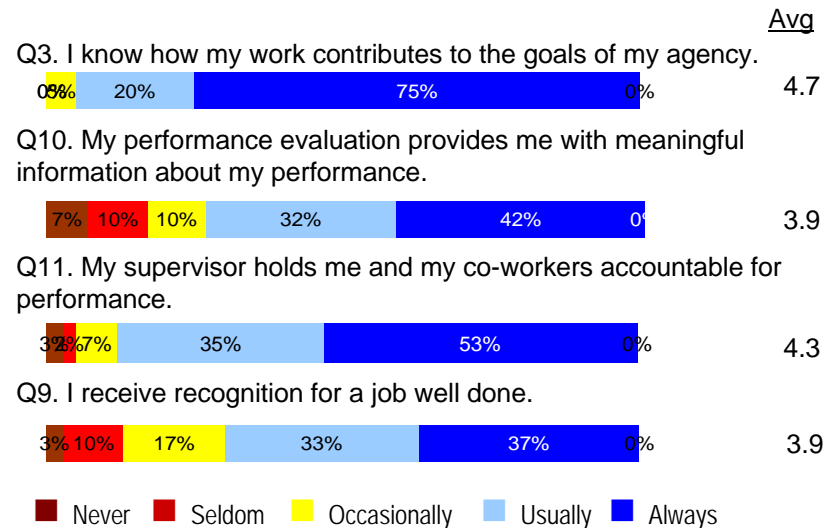Reward and recognition practices (TBD)

Current Performance Evaluations

Percent employees* with current performance evaluations = 97%

Total # of employees with current performance evaluations* = 144

Total # of employees* = 149 (excludes three-member Board)

*Applies to employees in permanent positions, both WMS & GS

Employee Survey "Performance & Accountability" Ratings

Avg

Q3. I know how my work contributes to the goals of my agency.

| 0% | 5% | 20% | 75% | 0% | 4.7 |

Q10. My performance evaluation provides me with meaningful information about my performance.

| 7% | 10% | 10% | 32% | 42% | 0% | 3.9 |

Q11. My supervisor holds me and my co-workers accountable for performance.

| 3% | 2% | 7% | 35% | 53% | 0% | 4.3 |

Q9. I receive recognition for a job well done.

| 3% | 10% | 17% | 33% | 37% | 0% | 3.9 |

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score for "Performance & Accountability" ratings: 4.2

Data as of April 2006
Source: DOP Climate Survey

Analysis:

- We implemented the PDP process in late 2005. A few positions are still transitioning to the new forms and process.

- We are continuing to increase our percentage of evaluations completed on time. A new reporting system has been created to clearly identify for supervisors when their employees' PDPs are due, and management has set clear expectations for supervisors and managers for timely completion.

Action Steps:

- Our goal is 100% current PDPs by June 2007.

12

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Analysis:

- There were no formal disciplinary actions during this period.

- As with grievances, our focus is to resolve issues and performance problems at the lowest level and earliest opportunities. Managers and supervisors have received training on performance management fundamentals, the Performance and Development Plan process, just cause discipline standard, workplace harassment prevention, basic investigations and ethics. By supporting and increasing the skills and knowledge of our leaders, they are better equipped to manage employee performance.

Action Steps:

- We will continue the development of our supervisors, both in management/supervisory areas to maintain skills, and also to respond to needs we identify by analyzing disciplinary or corrective actions.

Disciplinary Grievances and Appeals

**Disciplinary Grievances
(Represented Employees)**

One grievance was filed by an employee who felt disciplined by a supervisor after a conversation they had about a work issue. Although the issue was deemed to not be discipline and the grievance was withdrawn, the division manager reviewed communication expectations with supervisors in support and continuance of our agency values and core competencies.

Total # Disciplinary Grievances Filed: 1 (see above – grievance was not due to disciplinary action taken)

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

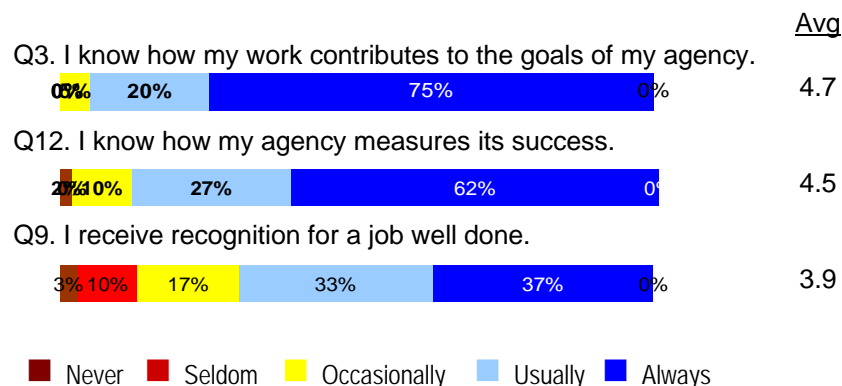**Employee survey ratings on "commitment" questions**

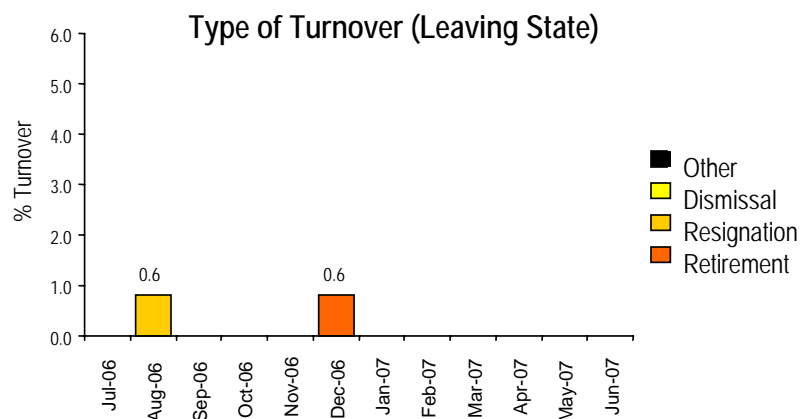**Turnover rates and types**

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings and Turnover Rates

Avg

Q3. I know how my work contributes to the goals of my agency.

| 0% | 5% | 20% | 75% | 0% |

4.7

Q12. I know how my agency measures its success.

| 2% | 0% | 10% | 27% | 62% | 0% |

4.5

Q9. I receive recognition for a job well done.

| 3% | 10% | 17% | 33% | 37% | 0% |

3.9

■ Never ■ Seldom □ Occasionally □ Usually ■ Always

Overall average score for Employee Commitment ratings: 4.36

Type of Turnover (Leaving State)

Legend:
■ Other
□ Dismissal
□ Resignation
■ Retirement

0.6 (Aug-06) 0.6 (Dec-06)

Total Turnover Actions: 2 (each represents 0.6% of the agency workforce)

Note: Movement to another agency is currently not available in HRMS/BW

Data as of July2006-December 2006
Source: BW – 2006 Climate Survey

Analysis:

- The BIIA typically has low turnover. Reasons cited by employees who leave the agency include retirement, promotional opportunities and desire for higher salary.

- Employee satisfaction ratings for our agency are among the highest in the state. Those rates have increased each year since we began surveying employees in 1998.

- Through PDPs and PDFs, each employee's job is connected with the mission of the agency. Agency statistics and results are shared with employees, through meetings, the Intranet, and in visual displays.

Action Steps:

- We will continue to review our organizational structure to maximize growth opportunities for employees.

- Performance Management Confirmation will offer us additional tools to retain successful, productive employees.

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ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

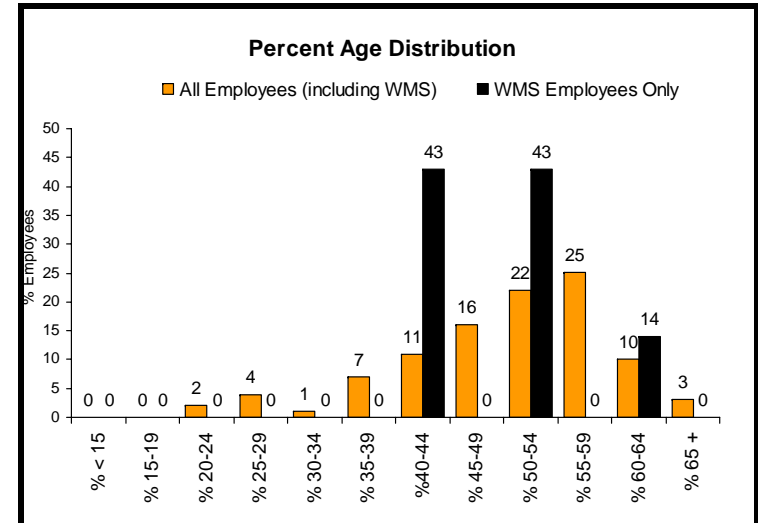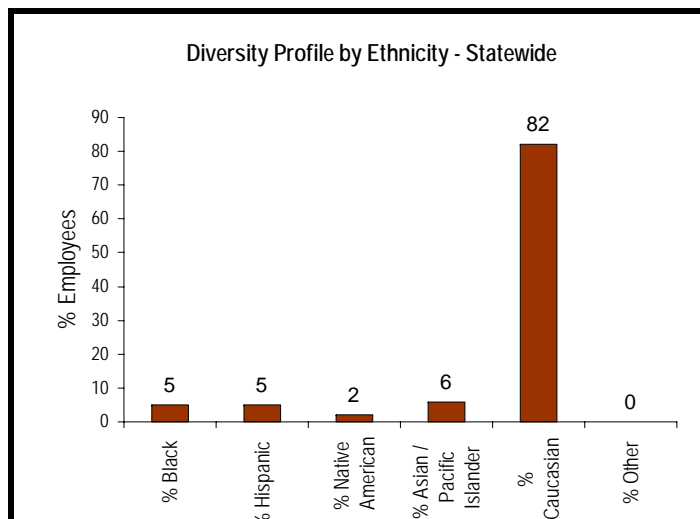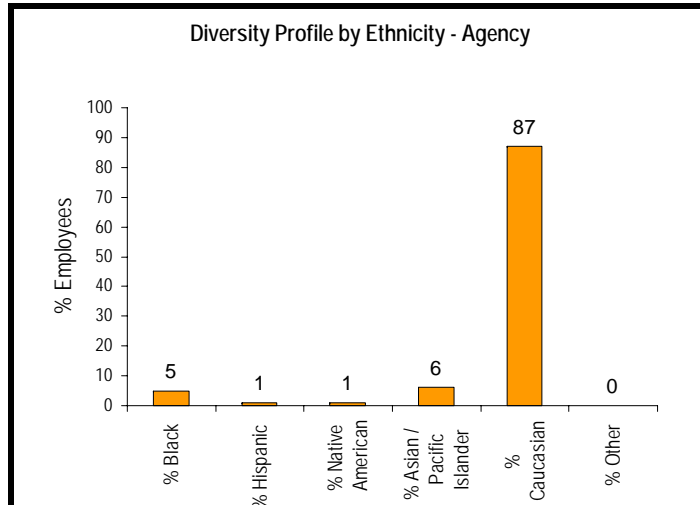Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Workforce Diversity Profile

	Agency	State
Female	61%	52%
Disabled	4%	5%
Vietnam Vet	5%	7%
Disabled Vet	1%	2%
People of color	13%	18%
Persons over 40	86%	75%

Diversity Profile by Ethnicity - Agency

% Employees (0 to 100)

- % Black: 5
- % Hispanic: 1
- % Native American: 1
- % Asian / Pacific Islander: 6
- % Caucasian: 87
- % Other: 0

Diversity Profile by Ethnicity - Statewide

% Employees (0 to 90)

- % Black: 5
- % Hispanic: 5
- % Native American: 2
- % Asian / Pacific Islander: 6
- % Caucasian: 82
- % Other: 0

Percent Age Distribution

■ All Employees (including WMS)   ■ WMS Employees Only

Age Range	All Employees	WMS Employees Only
% < 15	0	0
% 15-19	0	0
% 20-24	2	0
% 25-29	4	0
% 30-34	1	0
% 35-39	7	0
% 40-44	11	43
% 45-49	16	0
% 50-54	22	43
% 55-59	25	0
% 60-64	10	14
% 65 +	3	0

Analysis:

- Several conditions have affected our diversity statistics – a lack of representation of affected groups of recruitment registers for positions requiring a law degree (43% of our total workforce), a reduction in the size of our workforce due to efficiencies in our processes, and retirements that included affected group employees.

Action Steps:

- We are continuing to develop our recruitment sources for affected group candidates, and expanding communication with those organizations by obtaining electronic contacts and using them to advertise agency recruitment opportunities. We are also taking steps to improve the employment opportunities section of our agency website to better inform potential applicants of the agency purpose, job requirements and application processes, and will share this information with affected group organizations.